

Unit FM321 Reassessing operational performance  
(SQA Unit Code FG7F 04)

This unit is for first-line managers/supervisors at work in the FM environment. It is concerned with managing operational performance and creating methodical and predictable ways to improve business results or facilities services provided in house or by contractors in order to achieve the stated objectives for your area of responsibility.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

Performance Criteria

You must be able to do the following:

1. Specify performance indicators that can be cost-effectively measured
2. Ensure that systems are in place to set, gather, analyse and refine the key performance information from operational clusters
3. Understand, optimise, and aligning the operational business activities and processes to a common set of goals and objectives to improve effectiveness.
4. Ensure regular monitoring of contractor performance against contracts, service level agreements and others measurement tools of operational effectiveness performance.
5. Establish effective control systems to monitor progress and identify and record deviations from service levels and take the appropriate action
6. Redefine contract results where monitoring indicates this is necessary
7. Specify a payment regime that is a disincentive to good performance
8. Ensure that operational deliverables are set out: what needs to be delivered, to what standard and in what timeframe(s).
9. Provide contractors with the necessary information and appropriate and accurate feedback on their work to enable them to deliver the required operational outcomes
10. Ensure and encourage good practice and increase motivation

Knowledge and Understanding for this unit

You must know and understand the following:

- a. organisational objectives and activities
- b. graphical charting of business information data allowing management to compare historical performance determine whether relevant standards
- c. where operational standards have been developed by an external, standard setting body
- d. the requirements of each organisational operational KPI and service level agreement
- e. systems for flagging of variances between the actual performance and targets in clear, easy-to-understand format to allow senior management to take appropriate actions quickly
- f. legal and regulatory requirements
- g. procurement theories, models, and practices relating to operational and contract management in a facilities management context
- h. review and take corrective action on contractual agreements, terms and conditions